



NAVAL AVIATION VISION  
2020







# THE RIGHT FORCE—OUR PEOPLE



*"Navy and Marine Corps aviation has no equal in air combat as a result of the professionalism and effectiveness of our most prized capital asset, our people...our Human Capital. Our Human Capital Strategy will enable the creation of a force that provides the right skills, at the right time, to accomplish the right work, in the 21<sup>st</sup> century."*

VADM Jim Zortman, Commander, Naval Air Forces





# INTRODUCTION

Sea Power 21 is the blueprint for change that will ensure the nation possesses a 21<sup>st</sup> century Navy to meet 21<sup>st</sup> century threats. Central to this transformation are our people. Our current and future workforce must be prepared to face a variety of challenges, embrace new missions and meet emerging threats. To do this, we must become a leaner, smarter, and more adaptive force in terms of operational capability and deployment flexibility. Additionally, we need to increase the operational availability of our personnel to exploit the speed, reach, and inherent flexibility of Naval air power. To achieve this transformation, the NAE's Human Capital Strategy (HCS) will provide overarching direction and guidance for the management and development of our people.

What is Human Capital? Simply put, Human Capital is people, and the institutional knowledge they possess that is relevant to the purpose and function of their organization. A Human Capital Strategy will provide the foundation to transform an outdated system of manpower and personnel management and requirements determination into a technologically enhanced system. This strategy must be aligned to the total force (military and civilian). It must be capabilities-based and competency-focused. It must recognize our personnel for performance and it must be agile and adaptive to meet emerging demands.

## THE CHALLENGE

It is critical to understand why the strategy is necessary, what drives it, and the specific challenges associated with the future environment in which the strategy will operate. A quick assessment of the Navy's existing (default) Human Capital Strategy yields several observations:

- Legacy systems are inflexible and unable to functionally capture our workforce
- Stovepiped organizations create a lack of focus across the Enterprise
- There is no Total Force perspective
- It is uncertain how much we are actually spending
- The return on investment has not been measured
- The budget cycle is driving personnel decisions
- We are deficient in forecasting future skill sets
- We struggle with identifying talent gaps and building critical bench strength
- We have difficulty recruiting and retaining the right people
- There is a distinct lack of meaningful metrics

This default strategy may have been acceptable in the past, but its reactive nature and disjointed approach necessitate the need for a new, Total Force Human Capital Strategy.

# THE VISION

Our Vision is to create management and personnel development solutions for the 21<sup>st</sup> century Naval Aviation Enterprise workforce—our Total Force. It begins and ends with readiness and the capability demand signals we receive from the Fleet. Those signals drive the internal products and services we provide; the processes and efficiencies we employ; the mix of skills, talent, and proficiency levels we need; and the recruiting and development strategies we implement as we shape, balance, and size our workforce so that the right people are working on the right things at the right time.

The key elements of the NAE's Human Capital vision are:

- Attract, develop, and retain individuals with the right knowledge, skills, and abilities
- Expand career opportunities
- Shape the force to meet our Total Force requirements
- Capitalize on the operational capabilities delivered by a diverse workforce
- Become a leaner, technology-enabled force
- Become an organization widely recognized as an “employer of choice”

Our strategy will impact the workforce on an individual basis, as we will fundamentally transform the way we attract, manage, grow, develop, and educate our people. It carries with it a promise, one that speaks directly to the personal and professional development of each individual member of our organization. As such, we—the leadership of the NAE—will promise to articulate our expectations, so that everyone understands their role inside our culture of performance and productivity. We will provide our people with the personal and professional tools they need to be successful, and train them with purposeful intent—on time. We will eliminate obsolete policies and organizational structures that inhibit their growth and development, and we will procure and employ new technologies to eliminate unfulfilling work. The work we do will be well-defined, driven by the demands of the Fleet, be of the highest quality and reliability, and resonate with the expectations we have articulated. There will be a direct correlation between the tasking and the talent employed to complete it. Their performance will be measured against well-known, well-defined metrics. Performance will be duly recognized in a timely fashion, and rewards and incentives will be proportional to the effort expended to achieve clearly stated goals and objectives. Through these efforts, we will create opportunities for them to make a difference and challenge them with meaningful and satisfying work.







# EXECUTING THE NAE'S HUMAN CAPITAL STRATEGY





The roadmap for the NAE's Human Capital Strategy involves several progressive and concurrent steps. First, we are conducting a Human Capital baseline assessment to link our people to the skills required to perform the tasks that support the aircraft and weapon systems necessary to accomplish the NAE's mission. This comprehensive workforce and requirement analysis will tell us *where we are* and frame our Human Capital efforts. Second, we are *projecting our future requirements* so that we shape the workforce correctly to manage not only Sea Power 21 and the FRP, but tomorrow's requirements as well.

With our knowledge of the baseline and our projected future requirements, we will:

- Define the organizational structure and the specific productivity improvements that yield the most *value* and help us change the way we do our work
- *Define the shape of the force* to identify the number and composition of people we need with the right skills to do the work
- Evaluate the operational and business risks associated with the changes we have made and *reassess* whether or not the force is properly shaped
- *Close the gaps* between the skills that presently exist and the performance that is required. We will identify and remove barriers to performance improvement and personal success, and re-train displaced personnel for new opportunities within the NAE.
- Innovate, design, and test *interventions* to close gaps and help us achieve our defined values and force composition
- Fully *implement* change, clearly articulate expectations, roles, and responsibilities, and hold people accountable for achieving the results we expect

Shaping the workforce using equipment and productivity improvements that *change the way we do our work* is fundamental to our Human Capital Strategy. One example of creating efficiency through productivity improvements is the NAE Integrated Maintenance Concept (IMC), which offers force-shaping opportunities by changing the way the work is done. It aligns the interval and content of work packages and links previously disjointed processes that once hampered readiness. Under IMC, the Depot is now treated as a pool of talent from which artisans come to work in the "shadow of the hangar," so Commanding Officers stay in control of their aircraft. Scheduled maintenance at all levels of repair is examined and, if necessary, work is shifted from Sailors to Depot-Level artisans.

Another example is the P-8A MMA contract, which places Human Capital savings up front where they belong. The proposal uses full Contractor Logistics Support (CLS) based on industry's vast commercial aircraft experience, and will employ contractor maintenance worldwide. The P-8A MMA will operate with fewer aviators, maintainers, engineers, and logisticians, due to improved platform capabilities, improved reliability and maintainability, reduced training time, and a commercial maintenance plan for supply and spares. This program exemplifies the NAE's new business model: better capability and higher availability, with fewer aircraft, fewer people, and less cost.

Productivity improvements and new acquisition strategies create opportunities for efficiency resulting in a leaner workforce. Our Human Capital Strategy will also leverage the advantages of productivity improvement tools like Lean, TOC, and Six Sigma to meet the requirements of the FRP and Sea Power 21.



# HUMAN CAPITAL TRAINING

The NAE's Training Cross Functional Team has been formed to better focus the delivery of the right number of trained Naval Aviators and support personnel to the Navy and Marine Corps, with the right skills at the right cost.





## THE NAE'S TRAINING CROSS FUNCTIONAL TEAM (CFT): TRAINING FROM STREET-TO-FLEET-TO-FRONT

The Training CFT focuses on Naval Aviation training for officers, enlisted personnel, civilians, and contractors. It identifies cost reduction and process improvement opportunities in Naval Aviator, NFO, and aircrew production, maintenance personnel production, and Fleet readiness turnaround training. These processes encompass the continuum of aviation training—from accession, to initial training, to Fleet readiness, and turnaround training. The mission of the Training CFT is to design the most effective and efficient training curriculum, one that emphasizes growth and development, while creating value and generating the cost savings necessary to recapitalize the force. The goals of the Training CFT are to:

- Improve training process management
- Balance output time, cost, and quality
- Train at the right level
- Remain responsive to NAE requirements



## TRAINING CFT ORGANIZATION

The Training CFT is led by CNATRA and composed of three Sub-Teams:

- Naval Aviation Production Team (NAPT) Sub Team: Focuses on Aircrew production processes so that trained Naval Aviators, NFOs, and aircrew meet the needs of our Naval Air Forces
- Sea Warrior Training And Recruiting for Sea Power 21 (STAR21) Sub-Team: Focuses on providing well-trained maintenance personnel to our Naval Air Forces
- Air Warfare Training Continuum: Focuses on Fleet training in preparation for deployment



## AIR WARFARE TRAINING CONTINUUM: THE NAVAL STRIKE AND AIR WARFARE CENTER (NSAWC)

As the lead for the Air Warfare Training Continuum, the Naval Strike and Air Warfare Center (NSAWC) at NAS Fallon, NV, is the center of excellence for Navy Aviation training and tactical development. The mission of NSAWC is to improve the warfighting capability of Naval air power, and as such, NSAWC is the primary authority for graduate-level, Navy Aviation tactical development and training. (The NSAWC counterpart for Marine Corps Aviation training is Marine Aviation Weapons and Tactics Squadron One (MAWTS-1) stationed at Marine Corps Air Station (MCAS) Yuma, AZ).

NSAWC was formed in July 1996 through the consolidation of the Naval Strike Warfare Center (“Strike University”), the Naval Fighter Weapons School (“TOPGUN”), and the Carrier Airborne Early Warning Weapons School (“Top Dome”). NSAWC conducts high-fidelity tactical air combat training and assessment for Carrier Air Wings and is responsible for the development, implementation, and administration of several courses of instruction. It is also the point of contact for all issues relating to the Fallon Range Training Complex (FRTC) and provides a large number of services to the Fleet, including:

- Prioritizing research and development initiatives for integrated strike warfare
- Maritime and overland air superiority training
- Strike fighter employment and airborne battle management
- Aviation requirements recommendations
- UAV CONOPS
- CSAR training
- CAS planning and employment

Six Carrier Air Wings per year are cycled through NSAWC training, bringing all the squadrons of an air wing together for approximately four weeks. The course includes scenario strike planning and execution training in a simulated wartime environment. An additional NSAWC course is the Strike Fighter Tactics Instructor (SFTI) syllabus. It entails air-to-air combat training and air-to-ground ordnance delivery over nine weeks, involving extraordinarily detailed study, flight preparation, and in-flight execution. NSAWC pilots fly adversary aircraft to support airborne portions of this training. Each fall, NSAWC hosts a CSAR exercise that includes all branches of the U.S. military.

NSAWC’s remote location and mild weather combine to offer a superior tactical training environment. Spread over 84,000 acres, large training ranges and electronic warfare sites provide excellent combat realism. For example, the Integrated Air Defense System (IADS) range uses 37 real and simulated radars and has a supersonic flight zone. The FRTC is instrumented with the Tactical Aircrew Combat Training System (TACTS) so that multiple squadrons and aircrews can be trained simultaneously and receive immediate post-mission feedback.

NSAWC operates 15 F/A-18 *Hornets*, 14 F-16 *Vipers* and 4 SH-60 *Seahawks*, and has operational control over Fighter Squadron Composite THIRTEEN (VFC-13), which flies the F-5N *Tiger*. Contract maintenance is provided for all aircraft.





## FLEET ANTI-SUBMARINE WARFARE COMMAND (FLTASWCOM)

Another example of the NAE's focus on Fleet training is the establishment of FLTASWCOM in April 2004, to serve as the center of excellence for Anti-Submarine Warfare. Like NSAWC, the mission of FLTASWCOM is to improve the warfighting capabilities of Naval air power. Additionally, FLTASWCOM trains surface ship and submarine crews, embarked and shore-based staffs, and personnel assigned to Integrated Undersea Surveillance System (IUSS) commands. FLTASWCOM is the primary authority for the Navy's graduate-level, ASW-focused, integrated tactical development and training. It conducts high-fidelity tactical combat training and assessment working with the Commanders of SECOND and THIRD Fleet, and with the Commanders of Strike Force Training Pacific (CSFTP) and Strike Force Training Atlantic (CSFTL). FLTASWCOM is responsible for the development, implementation, and administration of several courses of instruction and is the focal point for all issues relating to the ASW mission area. Headquartered in San Diego, CA, FLTASWCOM maintains detachments in Norfolk, VA, Pearl Harbor, HI, and Yokosuka, Japan. Fleet support includes:

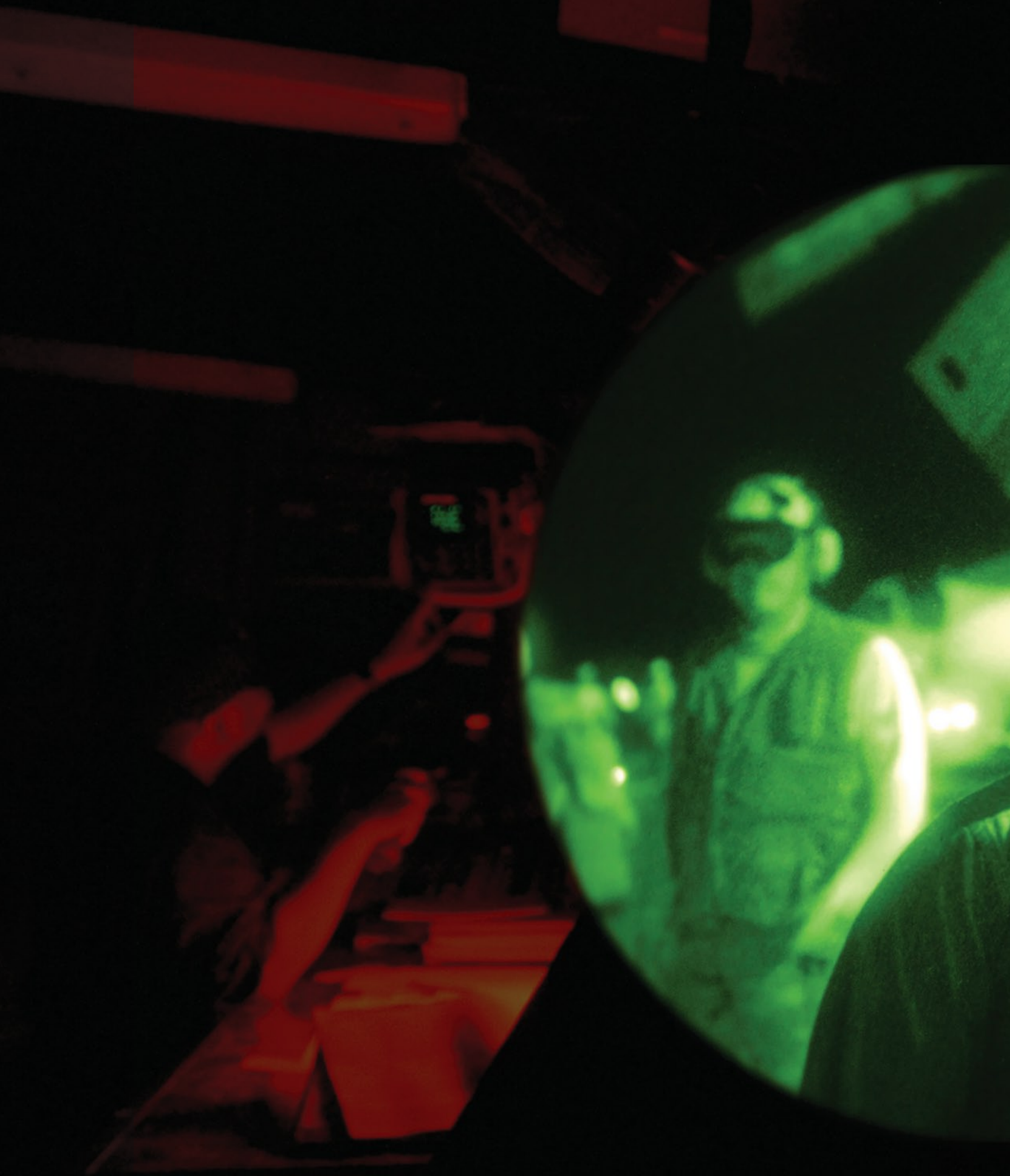
- Prioritizing research and development initiatives to facilitate integrated ASW
- Conducting integrated ASW training for all CSG platforms and staffs
- Emerging technologies employment
- ASW systems requirements recommendations
- ASW CONOPS
- Theater ASW training



FLTASWCOM forms the foundation for integrated tactical ASW training through the Integrated ASW Commander (IAC) course, which is completed by every Destroyer Squadron (DESRON) staff and their subordinate commands, training them on ASW at the CSG level. The course includes scenario mission planning and execution training in a simulated wartime environment. Fleet ASW Command oversees the Maritime Integrated Tailored Training (MITT) exercise and embarks with CSFTP/CSFTL staffs to provide training and assessment support for every CSG Composite Training Unit Exercise (COMPTUEX) and Joint Task Force Exercise (JTFEX). Additionally, FLTASWCOM personnel support theater-level exercises and any ongoing real-world submarine prosecutions.









## NAVAL AIR RESERVE /ACTIVE AND RESERVE INTEGRATION (ARI)

Essential to the NAE's Human Capital Strategy is a vibrant, fully integrated Naval Air Reserve Force that complements our active duty team, and, when necessary, can provide force-level surge capabilities for homeland defense and forward deployments. The outstanding contributions of Naval Reserve Forces to the GWOT have accelerated the effort to more fully integrate Active and Reserve units. The deployment of Reserve Strike Fighter Squadron 201 with *USS THEODORE ROOSEVELT* (CVN-71) during OIF is an example of seamless and effective Active/Reserve Integration (ARI). Also in support of ARI, a new Reserve Force adversary detachment from VFC-13 will stand up in 2006 at NAS Key West, FL, increasing the level of realistic air combat training for active duty squadrons and air wings. Additionally, Naval Air Reservists will continue to fill Naval Aviation flight and ground instruction billets to help meet Naval Aviation's demand for trained Warfighters.

As Reserve units integrate with active duty forces, they will fall under the command of active duty Type Wing Commanders, meaning Reserve assets will now be able to meet active duty augmentation requirements without first being mobilized. Naval Reserve personnel experts assigned to CNAF will manage all Reservists.

The Reserves are a proven source of flexibility—one that offers capability and support at reduced cost, relieves Operations Tempo (OPTEMPO) stress on active duty personnel, and can be mobilized for wartime and contingency operations. The advantages of a robust Naval Reserve force span the breadth of Naval operations, offering the operational and organizational agility required to support the Fleet.



## SUMMARY

The goal of the NAE's Human Capital Strategy is to foster the development of a smaller, better-educated, better-trained, and better-compensated workforce. We will not reduce manpower to save money while placing more work on the backs of our Sailors and Marines. Instead, we will use technological advances, create new challenges and opportunities, and change our accession processes to gradually progress toward a leaner force. We will:

- Change how we do the work before we shape the workforce
- Change policies and structures that inhibit the growth and development of our people
- Use technology and *AIRSpeed* to eliminate work that is fundamentally unfulfilling or not required
- Assign the right elements of our Total Force to perform the right work

CNATRA and the Training CFT are committed to creating more effective and efficient training processes for Naval Aviation personnel. Improvement initiatives and a balanced approach to training time, cost, and quality produce the best value for Naval Aviation, contribute to the integrity of the Navy and Marine Corps Human Capital Strategy, and strengthen our current and future readiness. The invaluable synergy of Active and Reserve Force Integration will strengthen the ability of the Fleet to deliver the capabilities required to fight the Global War on Terror, to remain persistent, and to secure global access in the maritime domain. Our Human Capital Strategy, focused on the Total Force, will embrace our dedicated and valuable civilian employees as well as those in uniform, so that the right talent, drawn from a diverse corps of professionals, is put to task efficiently and effectively.

Our thinking has progressed, and as our Human Capital Strategy matures, we will no longer make system decisions based solely on capabilities, or allow personnel management to be driven solely by budget restraints. The readiness and capability demand signals received from the Fleet will help define the work that needs to be done, shape our workforce, and positively impact budgeting and programming decisions. The NAE's Human Capital Strategy will be a living management tool—one that is flexible enough to be adjusted when needed, and that is always being assessed, improved, and refined to maintain its relevance.

The business of the Navy and Marine Corps will always be combat, and victory our mission and heritage. Our Human Capital Strategy will preserve this sacred heritage and reflect our belief that Naval Aviation's competitive advantage is, and always will be, its dedicated and superbly talented people.

